

# **Montgomery County 311 Quarterly Performance Review**

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Director Public Information Office  
June 10<sup>th</sup>, 2011

# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

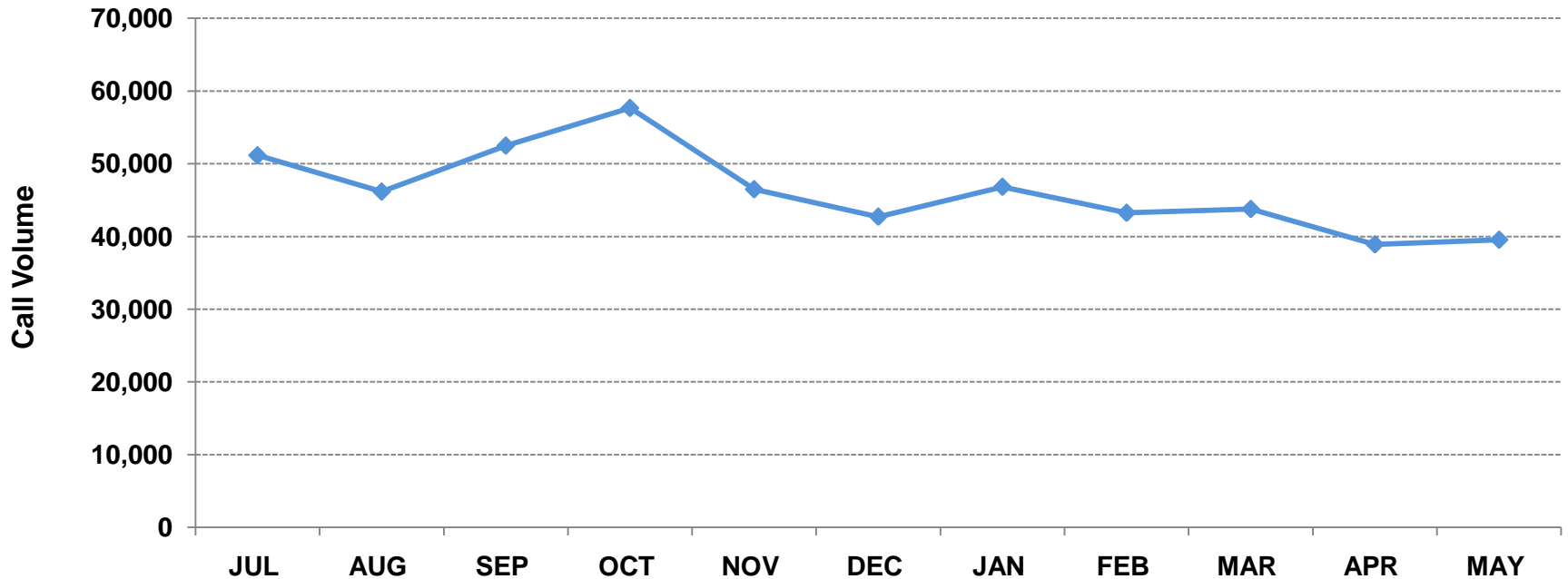
- **MC311 Customer Service Center Utilization**
- **MC311 Performance Measurement**
- **MC311 Service Request Generation**
- **Discussion of MC311 Customer Survey Data**
- **MC311 Areas of Current and Future Focus**
- **Next Steps / Follow Up Items**



# MC311 Customer Service Center Utilization:

## Customer Service Center Call Volume Since Official Launch

Since July, MC311 averaged 46,265 calls a month

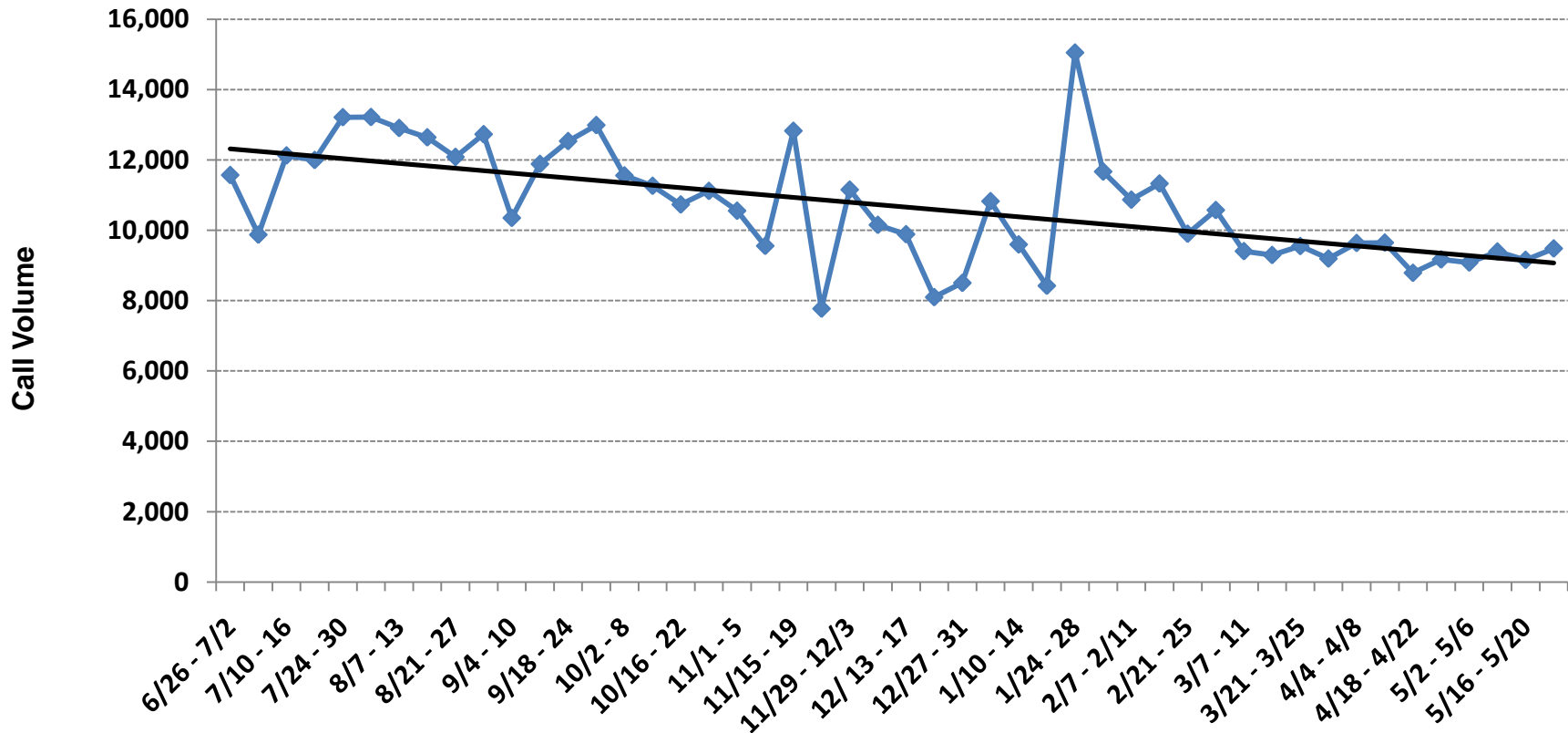


JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539



# MC311 Customer Service Center Utilization:

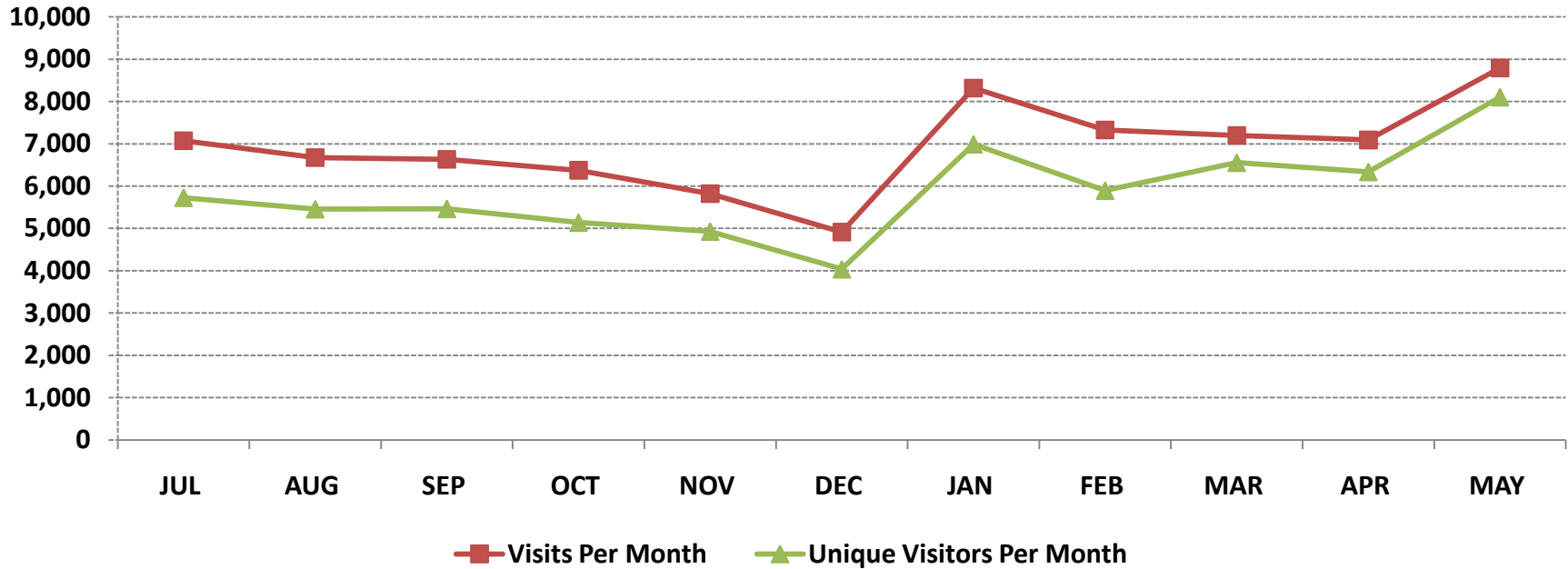
## Customer Service Center Weekly Call Volume



**MC311 experienced its largest spike in weekly call volume during the major winter storms in late January and overall call volume demonstrates a downward trend**



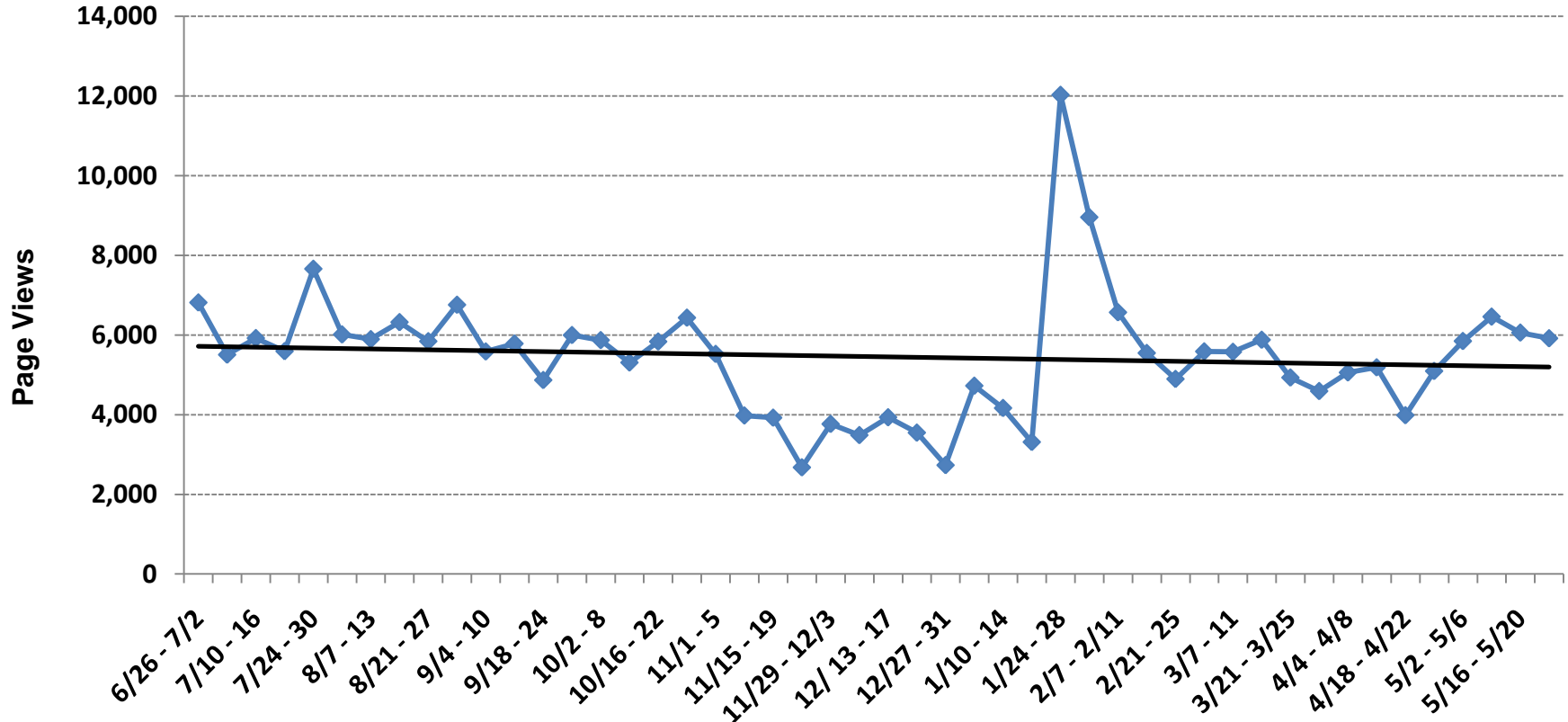
# MC311 Customer Service Center Utilization: Web Portal Utilization Metrics



Category	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Visits Per Month	7,073	6,674	6,631	6,374	5,822	4,915	8,316	7,328	7,195	7,090	8,791
Unique Visitors Per Month	5,728	5,458	5,465	5,140	4,929	4,038	6,992	5,894	6,555	6,338	8,104



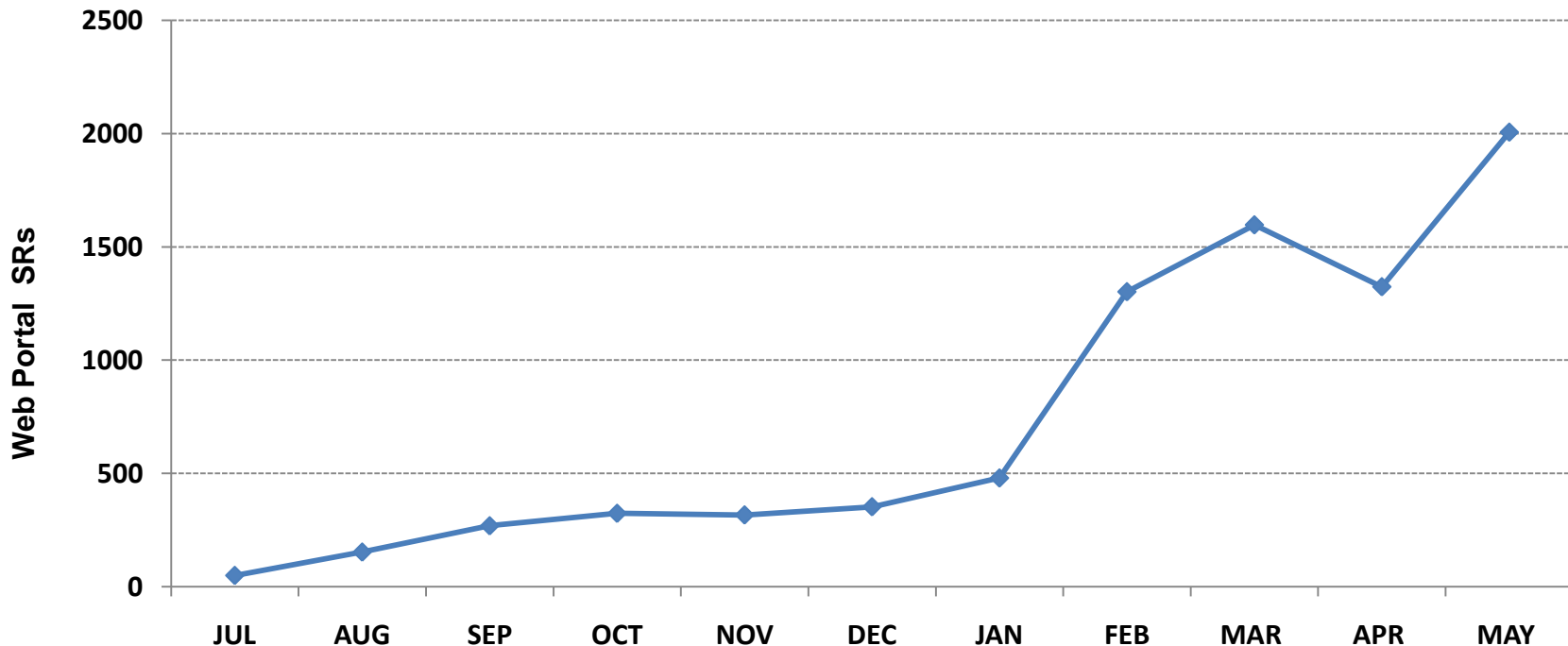
# MC311 Customer Service Center Utilization: Web Portal Page Views Per Week



Page views demonstrated an uptick during the late part of April and early part of May



# MC311 Customer Service Center Utilization: Service Requests Generated Via the Web Portal



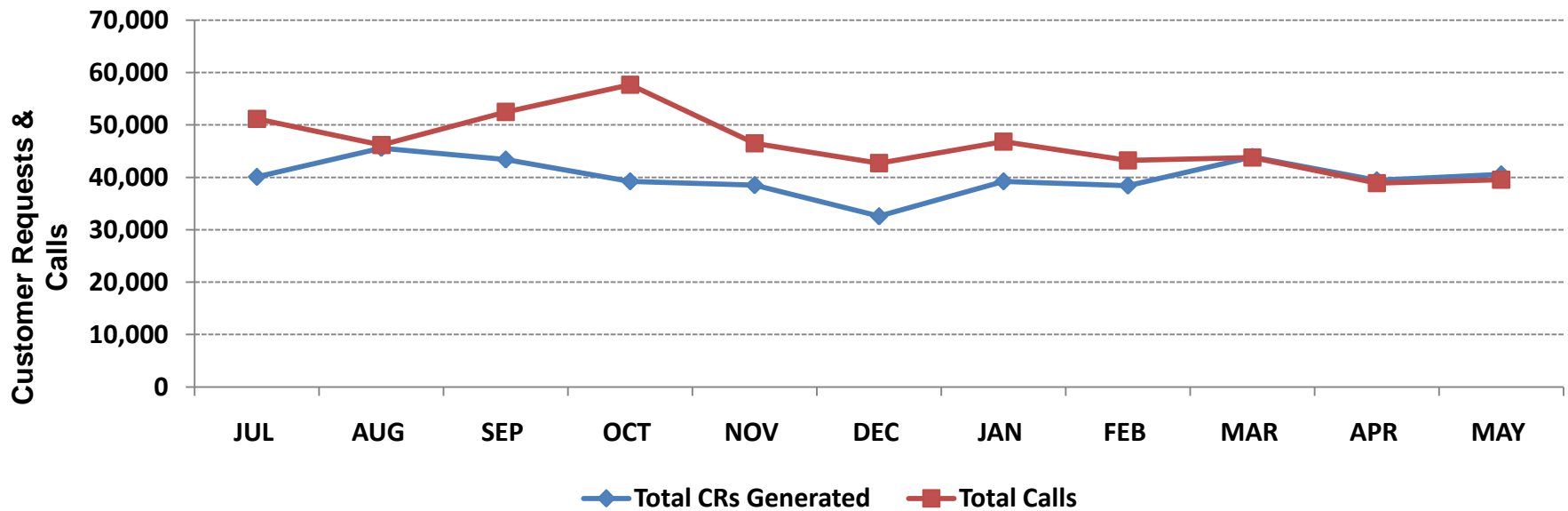
JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
50	153	269	324	317	353	480	1,302	1,597	1,324	2,006





# MC311 Customer Requests Generated

Since March, total Customer Request creation has outpaced call volume.

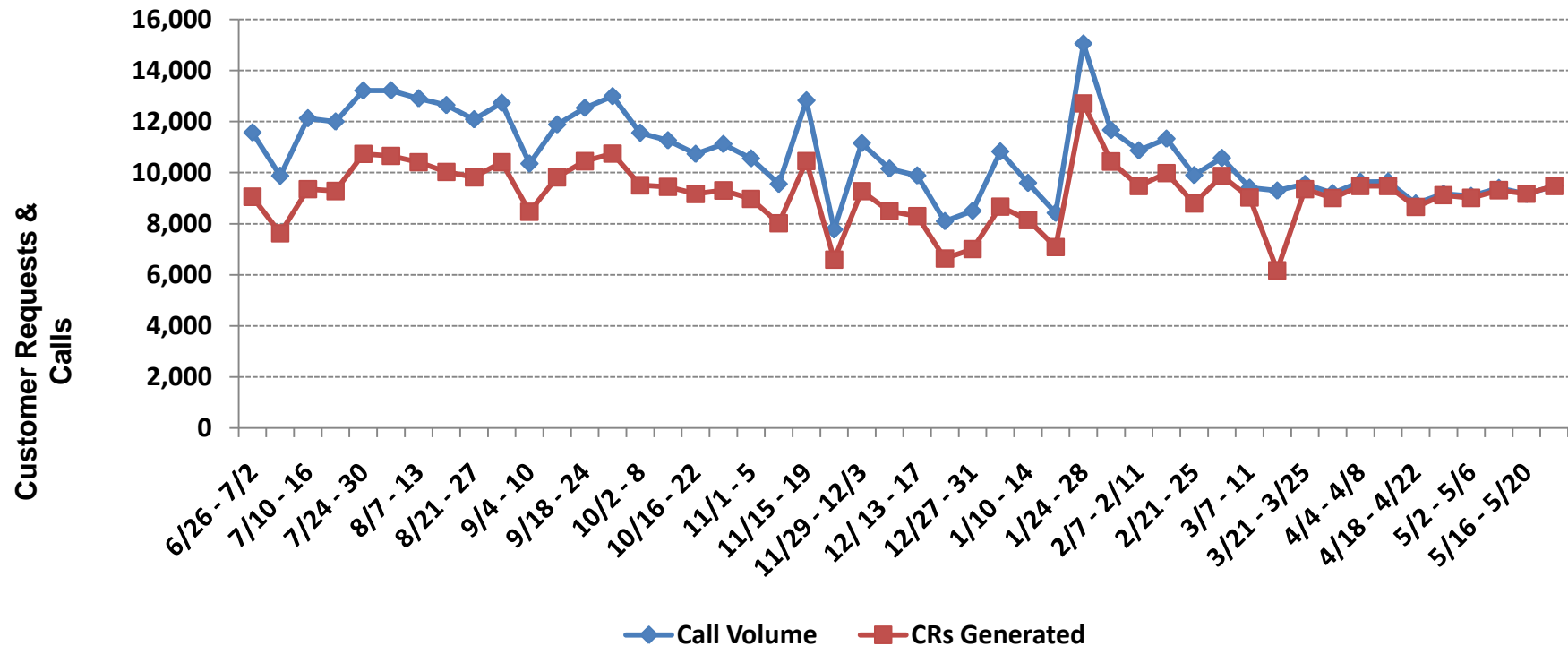


	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Total CRs Created *	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,887	39,428	40,562
Total Calls	51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539
% Calls Resulting in CR	78%	99%	83%	68%	83%	76%	84%	89%	100%	101%	103%

\* Excludes Web Portal CRs created



# MC311 Customer Requests Generated Weekly



**Situations that will cause the number of customer requests to be less than the number of calls taken:**

- Call is dropped or caller hangs up after reaching a CSR
- Caller is checking on the status of an existing service request
- Call is an actual emergency and transferred immediately to 911



# MC311 Customer Service Center Performance:

## Call Center Customer Request Performance Metrics

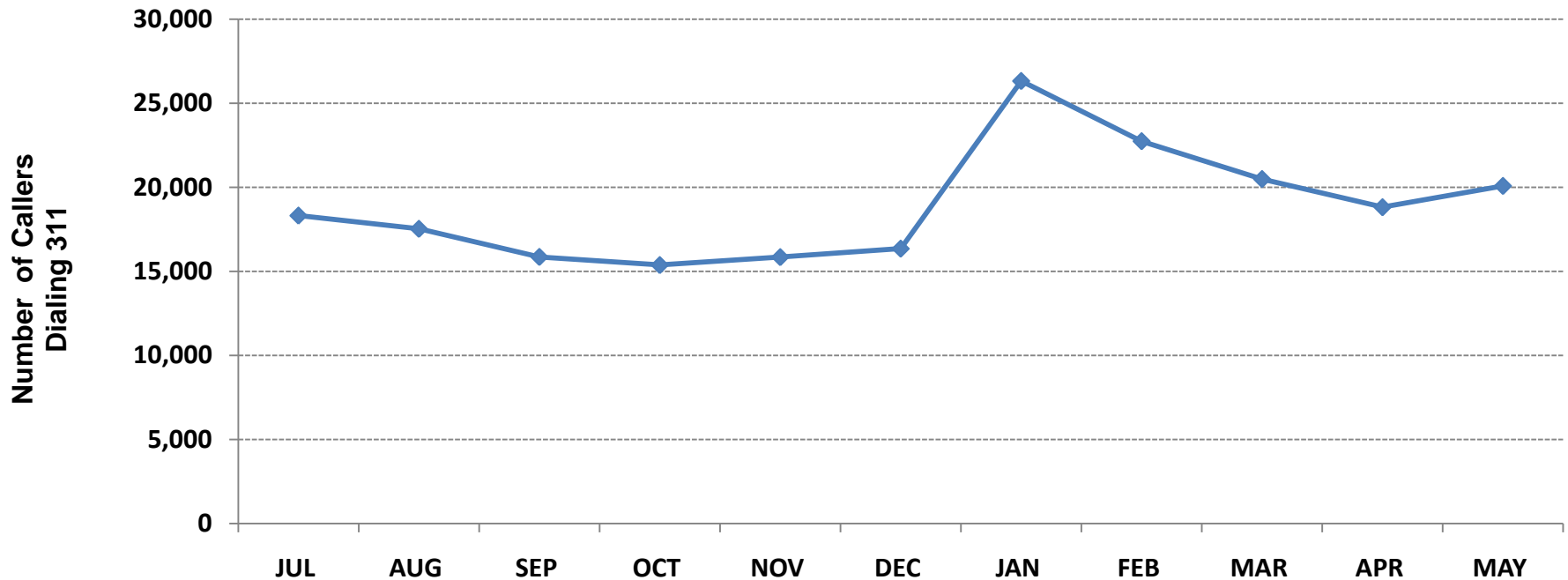
Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Total Customer Requests Generated	N/A	40,084	45,594	43,381	39,241	38,511	32,579	39,236	38,426	43,763	38,902	39,539
Accuracy Rate	98%	96.3%	97.9%	98.9%	99.5%	99.6%	99.5%	99.5%	99.3%	99.9%	99.8%	99.7%

**“Accuracy Rate” is defined by MC311 as: actual rate of Customer Requests with no errors according to stated standards.**

**MC311 is currently working to revise this measure and to include more stringent requirements for success.**



# MC311 Customer Service Center Utilization: Percentage of Customers Dialing "311"



	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Dialing "311"	18,319	17,531	15,860	15,376	15,848	16,353	26,321	22,742	20,492	18,816	20,082
"311" Dialed % of Total	36%	38%	30%	27%	34%	38%	56%	53%	35%	35%	36%



# MC311 Customer Service Center Utilization:

## Performance Metrics Defined

Category	Definition
Call Volume	Total # of calls that come in to the phone lines
Call Answer Rate (Average)	Average % of calls that that come into the switch and are answered by a CSR
Abandoned Call Rate (Average)	Average % of calls that come into the switch, but are not answered by a CSR
Scheduled Customer Service Representatives (CSRs)	Total number of CSRs that are scheduled to work on any given day
Actual CSRs	Total number of CSRs who are present and logged into the system
Occupancy Hours (Average)	Average number of hours that a CSR is either taking calls, in after call work or available to take calls.
Average Speed to Answer	Average amount of time it takes to reach a CSR after the Welcome announcement
Average Hold Time	Average amount of time a customer is put on hold during a call
Average Handle Time	Average time it takes a CSR to speak with a customer per call
Average After Call Work	Average Time CSR taking after speaking to a customer before becoming available to work per call
Total Service Requests Generated	Total number of Service Requests created in the MC311 CRM system by a CSR
Accuracy Rate	Actual rate of Service Requests with no errors according to stated standards



# MC311 Customer Service Center Performance:

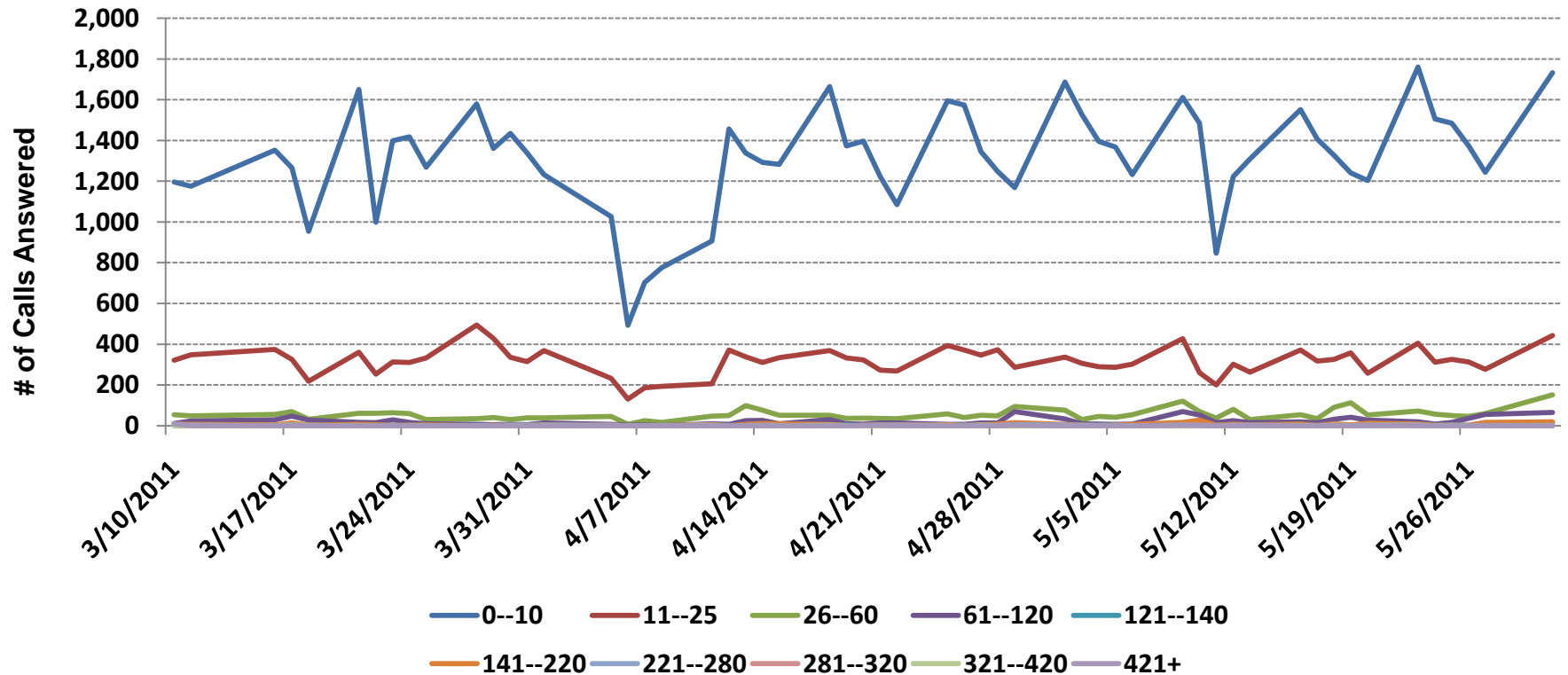
## Service Level and Call Handling Performance Metrics

Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Call Volume		51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245	43,763	38,902	39,539
Call Answer Rate (Average)	95%	97.5%	98.1%	97.8%	97.7%	97.7%	97.4%	95.5%	96.5%	98.6%	98.6%	98.6%
Abandoned Call Rate (Average)	5%	2.5%	1.9%	2.2%	2.3%	2.3%	2.6%	4.5%	3.5%	1.4%	1.4%	1.4%
Average Speed to Answer	0:20	0:15	0:13	0:11	0:09	0:17	0:13	0:34	0:18	0:17	0:18	0:19
Average Hold Time	0:30	0:43	0:43	0:46	0:45	0:34	0:33	0:35	0:36	0:38	0:35	0:33
Average Handle Time	2:30	3:08	3:09	3:06	3:07	1:44	1:35	1:35	1:39	3:05	2:57	3:03
Average After Call Work	1:30	1:19	1:14	1:15	1:12	0:54	1:10	1:30	0:59	0:58	0:51	0:51



# MC311 Customer Service Center Performance:

## Average Speed to Answer Call Range – Total Range

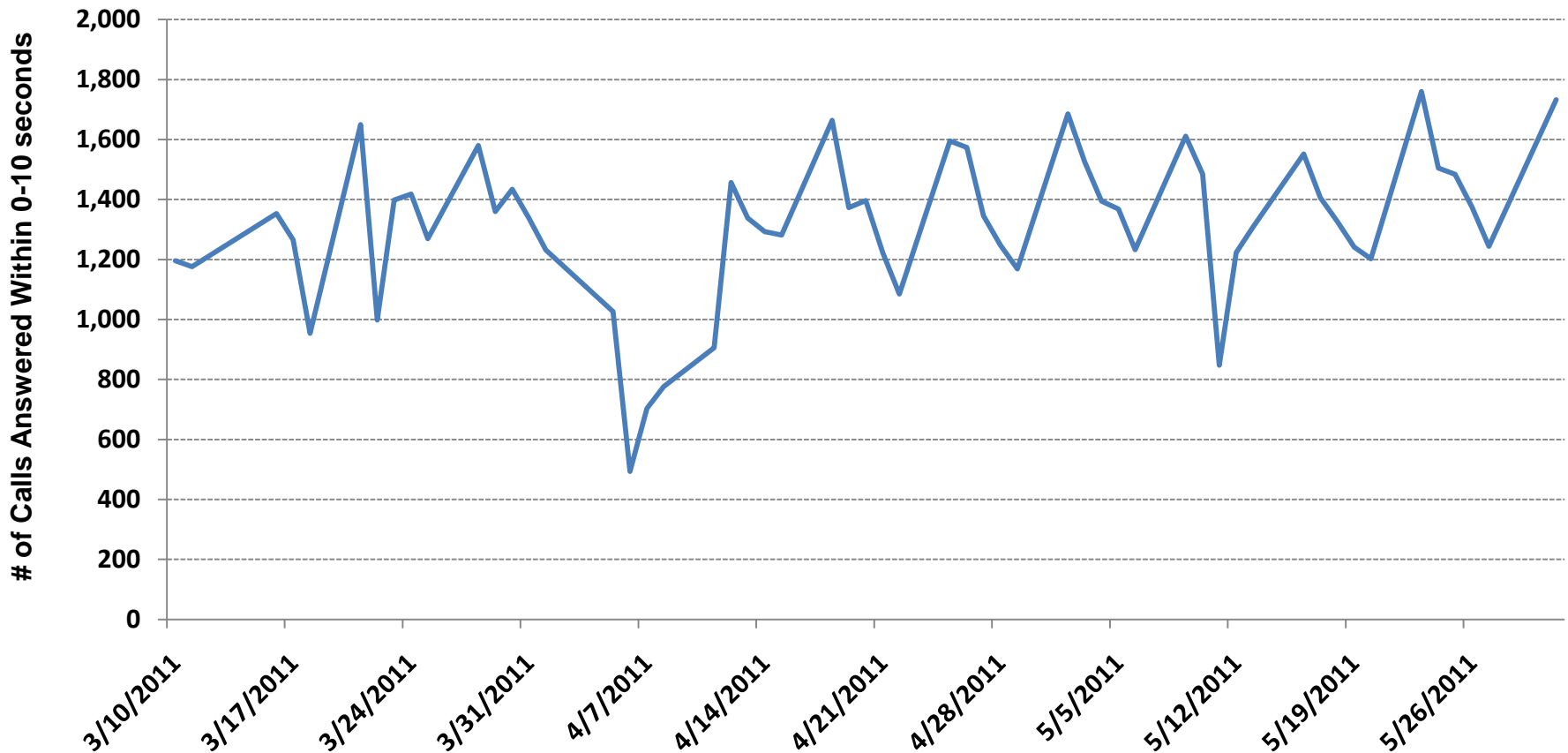


Total	0--10	11--25	26--60	61--120	121--140	141--220	221--280	281--320	321--420	421+
94,217	72,084	17,421	2,990	1,108	158	304	73	23	29	27
% Total	76.51%	18.49%	3.17%	1.18%	0.17%	0.32%	0.08%	0.02%	0.03%	0.03%



# MC311 Customer Service Center Performance:

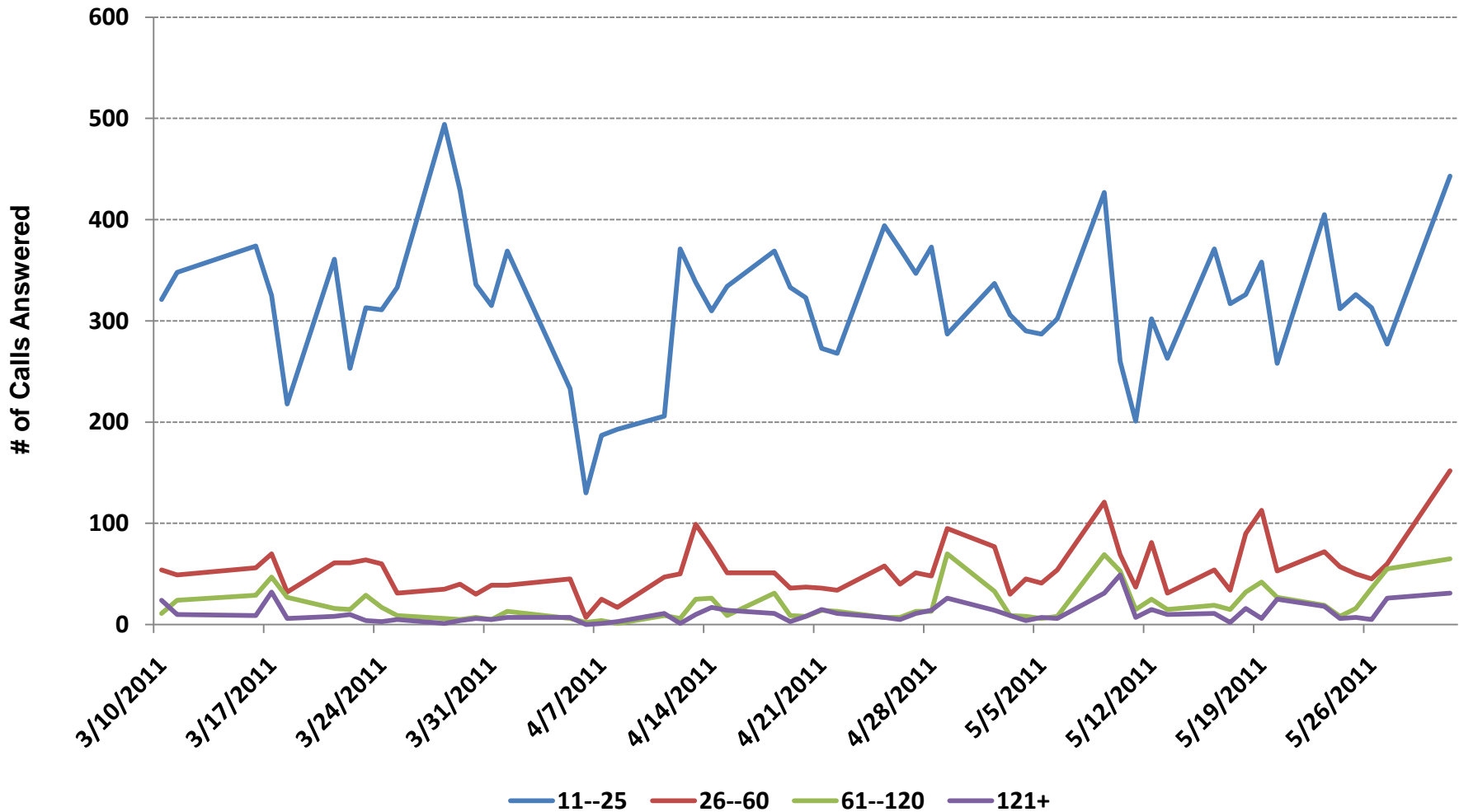
## Average Speed to Answer Call Range – 0-10 seconds





# MC311 Customer Service Center Performance:

## Average Speed to Answer Call Range – 11-121+ seconds



# MC311 Customer Service Center Performance: Occupancy/ Internal Operations Performance Metrics

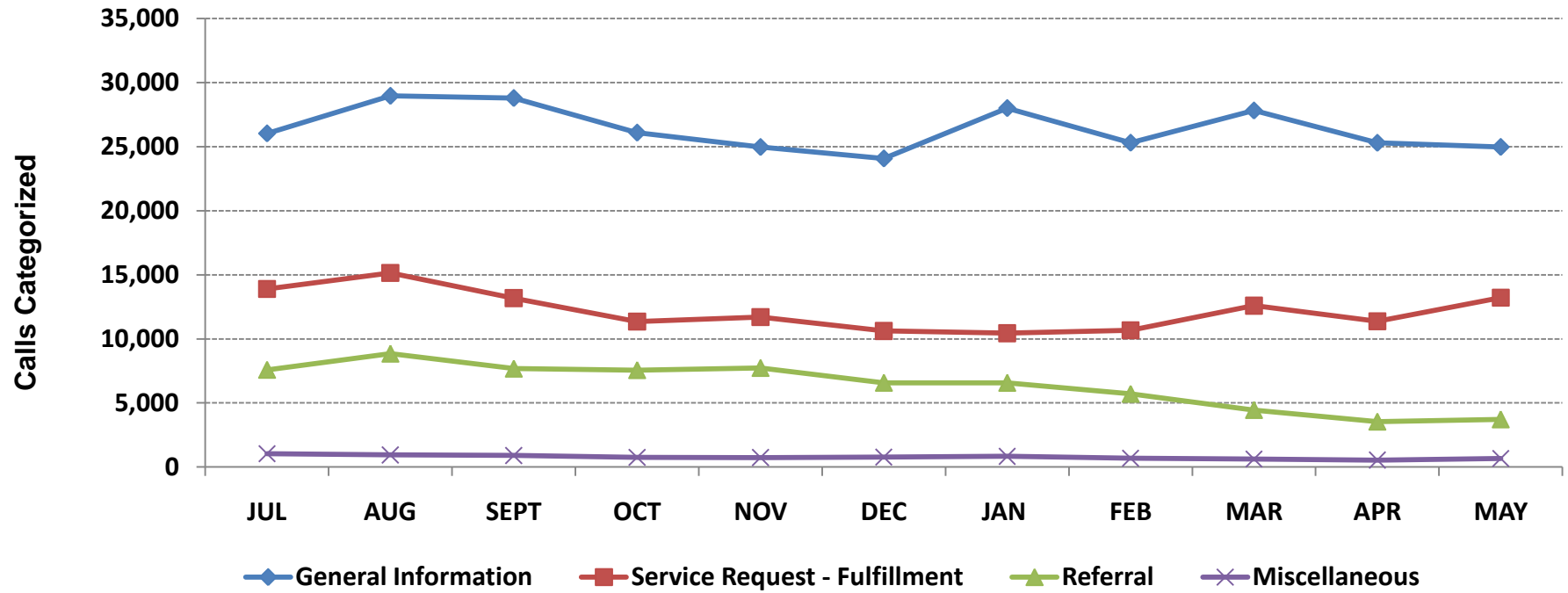
Category	Goal	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
Scheduled Customer Service Representatives (CSRs)	N/A	1131	1106	1092	1004	736	917	936	865	935	815	865
Actual CSRs	N/A	1056	1047	984	973	700	865	870	813	912	779	842
CSR Attendance Rate	N/A	91%	91%	93%	97%	91%	93%	88%	98%	96%	96%	97%
Occupancy Hours (Average)	7.25 Hours	5:41	7:27	7:34	7:24	7:53	8:08	7:58	7:34	7:00	7:26	7:12

MC311 continually evaluates a number of staffing lessons learned that will guide future operations.

All averages are weighted. Occupancy hours are adjusted to remove scheduled and unscheduled break time.



# MC311 Customer Service Center Call Types: Intake Category Statistics



Request Type	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
General Information	26,039	28,975	28,801	26,099	24,972	24,080	28,017	25,309	27,826	25,302	24,979
Service Request Fulfillment	13,890	15,144	13,183	11,346	11,703	10,617	10,443	10,672	12,592	11,376	13,218
Referral	7,588	8,850	7,678	7,565	7,732	6,574	6,571	5,706	4,445	3,532	3,709
Miscellaneous	1,034	939	897	759	738	778	829	693	624	542	663



# Top 25 Solution Areas From March Through May

Organization Name	Solution Name	# of CR	Rank
DOT	Ride On bus trip planning/location/status/scheduled arrival time	14173	1
PIO	Directory Assistance	6526	2
DEP	Bulk Trash Pick-Up Request	6125	3
DEP	Scrap Metal Pick-Up Request	5616	4
FIN	Requests to discuss property tax bill	5368	5
PIO	Hang Up or Dropped Call	4604	6
DEP	Bin Request - New (Recycling)	4040	7
Non-MCG	MANNA Food Center Referral	2939	8
DPS	Contacting a Zoning Specialist	1779	9
DPS	Building & Construction Services	1711	10
DPS	Schedule DPS Building Construction Related Permitting Inspections	1516	11
DOT	Pothole Repair	1506	12
DEP	Unacceptable for Collection (For Use by SWS Field Staff Only)	1374	13



# Top 25 Solution Areas From March Through May

Organization Name	Solution Name	# of CR	Rank
DHCA	Housing Complaints	1290	14
DEP	How To Recycle/Dispose of...	1194	15
DPS	Name and telephone number of DPS building inspector	1194	15
DEP	Bin Pick-Up (Recycling)	1183	17
DHCA	Landlord Tenant (LT) complaints, disputes or issues	1140	18
FIN	Information printed on the tax bill	1060	19
DEP	Transfer Station Questions (Montgomery County)	962	20
DOT	Ride On complaint - Service	926	21
Non-MCG	Non-MCG Call	871	22
DPS	Information on the building codes applicable to a specific project	811	23
DEP	Field check required for Division of Solid Waste Services	702	24
DEP	Same Day	564	25



# Discussion of MC311 Customer Survey Data

- **Dates Administered:** 4-16-11 through 5-2-11
- **Distribution Method:** Email
- **Population Included:** Any MC311 Customer Who Provided an Email Address Between 2/14 – 3/15
- **Next Survey Administration:** Mid July

Final Survey Completion Statistics	Sep 2010		Jan 2011		Apr 2011	
	Total	Percent	Total	Percent	Total	Percent
Population Sent To:	2,097	N/A	1,691	N/A	1,627	N/A
Less Email Bounces:	173	8.2%	111	6.6%	149	9.2%
Population Receiving Survey Email:	1,924	91.8%	1,580	93.4%	1,478	90.8%
<b>Total Responses (includes Opt Outs):</b>	<b>367</b>	<b>19.1%</b>	<b>304</b>	<b>19.2%</b>	<b>189</b>	<b>13%</b>
Request Opt Outs:	27	1.4%	30	1.8%	25	1.5%



# Discussion of Initial MC311 Customer Survey Data: MC311 Customer Self Identification Variables

How many times in the past month did you contact the MC311 Customer Service Center by either dialing 311, 240-777-0311 or one of the 26 other department numbers that now come to 311?

	September 2010		January 2011		April 2011	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Once	55.3%	203	36.2%	110	36.0%	68
Between 2-5	37.1%	136	49.0%	149	45.5%	86
Between 6-10	4.1%	15	7.2%	22	9.0%	17
Greater Than 10	0.8%	3	3.0%	9	4.2%	8
Don't Know	2.7%	10	4.6%	14	5.3%	10

**64% of participants indicate that they are using MC311 on more than one occasion.**



# Discussion of Initial MC311 Customer Survey Data: MC311 Customer Self Identification Variables

Regarding your most recent call, what was the purpose of the call?

	September 2010		January 2011		April 2011	
	Response Percent	Response Count	Response Percent	Response Count	Response Percent	Response Count
Ask a Question	34.9%	128	35.5%	108	30.7%	58
Report a Problem	28.1%	103	30.3%	92	18.0%	34
Request Services	28.3%	104	26.0%	79	40.2%	76
Miscellaneous	5.4%	20	3.6%	11	4.2%	8
Other	3.3%	12	4.6%	14	6.9%	13

Since the last survey, the highest percentage of respondents called to “request a service” as opposed to “ask a question”.





# Discussion of Initial MC311 Customer Survey Data:

## MC311 Customer Satisfaction

Please rate your level of satisfaction with the following for your most recent contact to the MC311 Customer Service Center:

		Extremely Satisfied	Satisfied	Neither Satisfied or Dissatisfied	Dissatisfied	Extremely Dissatisfied	Response Count
The time it took to reach a representative	September 10	38%	39%	10%	6%	7%	366
	January 11	35%	42%	11%	8%	4%	297
	April 11	32%	42%	8%	7%	10%	185
The handling of your call	September 10	41%	31%	9%	8%	11%	349
	January 11	31%	41%	10%	11%	7%	287
	April 11	35%	32%	10%	12%	11%	178
Your overall experience during the call	September 10	40%	31%	9%	9%	11%	349
	January 11	31%	40%	13%	11%	6%	287
	April 11	34%	35%	10%	11%	10%	178

69% of the survey participants rated their overall MC311 experience during the call as satisfactory or better.  
This is a decrease of 2% from last period.



# Discussion of Initial MC311 Customer Survey Data: MC311 Call Service Representative Ratings

Was the Customer Service Representative able to resolve your issue?				
January 2011		April 2011		
	Response Percent	Response Count	Response Percent	Response Count
Yes	51.3%	156	56.1%	106
No	32.6%	99	31.7%	60
Not Sure	16.1%	49	12.2%	23

The April survey demonstrated a 5% increase in respondents who felt the Customer Service Representative was able to resolve their issue.



# Discussion of Initial MC311 Customer Survey Data: MC311 Call Service Representative Ratings

Was your issue resolved by the responsible department?				
January 2011		April 2011		
	Response Percent	Response Count	Response Percent	Response Count
Yes	25.3%	25	13.3%	8
No	63.6%	63	80.0%	48
Not Sure	11.1%	11	6.7%	4



# MC311 Areas of Current and Future Focus: Customer Service Center (CSC)

- **Continue to streamline CSC operations and capture efficiencies by identifying “broken” business processes, such DOT swivels**
  - Developed improved Manna referral process
- **Continue to add CSRs to Tier 2 queues through cross training and recruitment to improve customer experience**
  - Tier 2 FIN queue went from four to nine CSRs
  - Tier 2 HHS queue went from four to eight CSRs
- **Added Spanish proficiency as preferred criteria for all new employee recruitment**
- **Continue to work with Departments to adequately status service requests to provide the customer with status update**
- **Define minimum staffing levels and re-evaluate staffing requirements in order to determine the CSC’s ability to consume additional workload, i.e., FIN, OHR, etc.**
  - Implications of RIF process
- **Develop a strategic training plan for operations**



# **MC311 Areas of Current and Future Focus: Customer Service Center (CSC)**

- **Determine need for extended operating hours and impact on call center staffing**
- **Further develop contingency planning by implementing a Person-in-Charge (PIC) list to improve emergency response activation process**
- **Effectively manage a unique, highly structured operation within County Government while maintaining a productive relationship with union membership and leadership**
- **Ongoing requirement for additional telecom expertise and resourcing**
- **Development of workforce management system to assist with data monitoring and tracking**
- **Developing new service request accuracy metrics and Improving quality assurance monitoring and measurement**



# **MC311 Areas of Current and Future Focus: Program Management Office (PMO)**

- **Develop and implement organizational/structural changes resulting from the passage of new legislation and budget for FY12**
- **Prototype ability to stand-up a “mobile” call-taking unit outside the Rockville core**
- **Blueprint case management prototype**
- **Develop Smart App Suite (iPhone, Android, RIM)**
- **Continue work on application support to continue system application improvements, break-fixes, and elimination of “swivel”, i.e., eProperty, Snow Map, reporting and dashboards**
- **Continue work with using Departments to reengineer broken and inefficient business processes**
- **Continue work with OHR on business process reengineering and customer intake**



# Next Steps and Follow-Up Items

